

Approved For Release 2002/11/20 : CIA-RDP84-00780R001400020006-1
DD/S 66-6236
*LLP Personal 5***SECRET***PC 11/19/68*

MEMORANDUM FOR : Deputy Director for Support

SUBJECT : Support Officers Development Program -
Slotting of Participants

1. This memorandum contains a recommendation for your approval in paragraph 5.
2. Sixty Career Trainees who have graduated from the first three Support Services Courses and seven who were individually trained before the Course was started are now on the job as participants in our Support Officers Development Program. Thirty-eight are abroad and are slotted in the component of assignment; twenty-nine are in the Headquarters area (sixteen in Directorates other than Support, thirteen in the Support Offices). All graduates of the first two Courses are off the CT rolls. Seventeen graduates of the third Course are still on CT rolls. They should be assigned early next year. The class now in session will be ready for assignment next week. We have need, then, to identify slots to accommodate more Program participants in the near future.
3. The DD/S Administrative Instruction issued in November 1964 (copy attached) stated in paragraph 2.a. (2) that we would attempt to obtain slots to accommodate Program participants without impinging upon the Staffing Complements of our Offices, but alerted them that eventually they would be called upon for most of the required slots. The Instruction went on to say that we would build a central pool of slots to accommodate those participants not assigned abroad. The alternatives available to us in light of two years of experience with the Program should now be reviewed.

4. Three alternatives might be considered:

- a. We might request additional ceiling and set up a pool of slots. This is a course of action on which we were previously rebuffed and probably one which would not elicit much support given the present tight situation.

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b. We might move slots and ceiling to accommodate them to a central pool in proportion to the numbers of CT's furnished the components. This alternative would work in part, but has several drawbacks:

(1) Many of the CT's (sixteen to date) are in Directorates other than Support (i.e., Admin Officer/FMSAC, Personnel Officer/FE, Finance Officer/OSA). They are working in areas where positions and ceiling are not under our control.

(2) Movement of slots would distort staffing patterns, and as the Program becomes larger, strength figures, ceiling controls, and other management indicators would become less meaningful because of the large group of "details" who would not be officially documented in terms of assignment.

(3) Centralized administration of a far-flung group of people would cause administrative difficulties in that these people would necessarily be handled differently from their peers. Everything from time and attendance reports to fund drive solicitations would depart from the normal pattern - a departure, incidentally, which has potential for confusion and loss of morale among Program participants. This, because those here at Headquarters don't have a position "they can call their own." They, in contrast to those posted abroad, may well conclude that they do not have a "home" for the short range.

c. We might require the Support components, when they identify requirements, to also identify slots on their Staffing Complements to accommodate the CT's they receive:

(1) This would not impose an unreasonable burden on the Support components. Most have vacancies and the CT's detailed to them are doing full-time jobs.

(2) Participants would identify more closely with their components of assignment and their records would be correctly documented. Thus, a participant working as a Personnel Officer would be documented in the official record as such.

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(3) Control of the participants would be retained centrally through established career mechanisms. Each participant would carry the "SD" designation and we would have control of assignments, promotions, training, etc., as we now do for "S" designees.

5. Recommend that the Support components, when they identify requirements for Support Officers Development Program participants, also identify slots on their Staffing Complements to accommodate the Career Trainees assigned them. A draft DD/S Administrative Instruction to implement this recommendation is attached.

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Executive Secretary
Support Development Panel

2 Atts:

Att 1: DD/S Admin Inst. No. 64-15
Att 2: Draft Admin Instruction

APPROVED:

SIGNED R. L. Bannerman

27 DEC 1966

Deputy Director for Support

Date

Distribution:

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TRANSMITTAL SLIP

16 Dec 1966

TO:
Mr. Bannerman via

ROOM NO. BUILDING

REMARKS:

The attached addresses itself
to the problem of slotting Support
Officer Development Program
participants.

Recommend your signature.


HLB

FROM:

ROOM NO. BUILDING

EXTENSION

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FORM NO. 241
1 FEB 55

REPLACES FORM 36-8
WHICH MAY BE USED.

(47)

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TRAINING
20 November 1964DD/S ADMINISTRATIVE
INSTRUCTION No. 64-15SUPPORT OFFICERS DEVELOPMENT PROGRAM

1. The Support Officers Development Program is a program to furnish each of the Support Career Services with an annual quota of well-trained junior officers subject to their needs. The Junior Officer Training Program will be the primary source of candidates for the Support Officers Development Program but Heads of Support Career Services will be encouraged to nominate individuals whom they feel are qualified for and can benefit from participation.

2. Officers selected for this program will be given the opportunity to gain varied experience in order to identify their interests, test their aptitudes, and eventually to arrange for their assignments to one of the specialized Support Career Services or to the "S" Service. However, the program will be flexible enough to accommodate interests of individual participants who may want to point their careers toward one of the Support specialties from the outset. In order to accomplish these objectives and to maintain an orderly program, it has been concluded that central management is necessary and that this will be done from the Office of the Deputy Director for Support. Central management will offer a central service to all Support Career Services and ensure due regard for the program as a whole. To administer the program and accomplish its objectives the following organizational mechanisms will be established:

a. Slotting

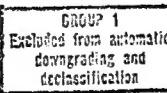
(1) It is anticipated that 15 slots for this program will be necessary by 30 June 1965. This number will be increased as the program expands.

(2) Slots to accommodate participants will be assigned to the Support Development Program. All feasible means of obtaining the initial allocation of slots without affecting the staffing complements of the Support components will be explored but it is anticipated the Support Offices themselves will have to be the primary source from which slots will be drawn.

b. Assignments

(1) Each of the Support components will derive direct benefit from the program by having participants and programs

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available to them as full-time working details. Participants will be given assignments to provide them with the broadest possible base of experience for their rapid development, leading toward ultimate assignment to one of the Support Career Services. It is expected that assignment to a Career Service will be accomplished within 4 to 6 years but sooner, if possible.

(2) Overseas experience at a small post is considered one of the most effective means of offering a broad base of experience in all facets of Support activities and normally will be planned for the early phases of the development program. However, it should be noted that overseas service of this type may not be available or may not be realistic for every participant.

(3) The developmental experience will be tailored to the needs of the Support Directorate as well as those of the individual and the individual Support Career Service. Each office will be responsible for ensuring that the assignment of an individual within that office is such that he will have an opportunity to make maximum contribution to functions of the office commensurate with his grade and experience and consistent with the long-range objectives of the program. In this connection, it is not necessarily intended that the participant become a technical expert in the function of any given office but that he should develop a familiarity and broader base of experience with the office as a whole. Assignments should be active and productive, but production in comparison with that of experienced technicians should not be the only yardstick of measuring "productive performance."

c. Program Management

(1) A Support Development Panel will be responsible for the Support Officers Development Program. This Panel will be chaired by a member of the staff of the Deputy Director for Support. A permanent secretary to the Panel will be appointed and members will be selected to represent each of the Support Career Services. The Support Development Panel will recommend to the Deputy Director for Support assignments and other actions for the support and administration of this program.

(2) When participants are assigned to component offices, they will continue to be carried in the Support Officers Development Program and will not be counted against office

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staffing complements. They will be given "SD--Support Development" career designations. Overseas assignments will continue to be on the basis of transfer to the Clandestine Services staffing complement for the tenure of the assignment. At the conclusion of the officer's developmental training and experience under this program, he will be given a service designation of one of the Support Career Services. Determination of the Career Service affiliation will be arrived at in consideration of the interests of the individual officer in consultation with the Support Offices and with the approval of the Deputy Director for Support.

3. An effective central mechanism with the full participation and cooperation of the DD/S component offices should ensure a highly effective program which will provide the several Support Services with a steady input of highly qualified and talented officers. Such a program is considered necessary in order to ensure the highest competence in our personnel for the present and future in the development and maintenance of the Agency support program.

FOR THE DEPUTY DIRECTOR FOR SUPPORT:

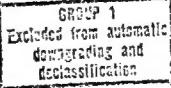


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EXECUTIVE OFFICER

3.

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D R A F T

28 November 1966

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SUPPORT OFFICERS DEVELOPMENT PROGRAM

1. The Support Officers Development Program is a program to furnish each of the Support Career Services with well-trained junior officers subject to their needs. The Career Training Program is the primary source of candidates for the Support Officers Development Program and Heads of Support Career Services are encouraged to identify individuals whom they feel are qualified for and can benefit from participation.

2. Officers selected for this program are given the opportunity to gain varied experience in order to identify their interests and to test their aptitudes with the goal of eventual transfer to one of the Support Career Services. However, the program is flexible enough to accommodate interests of individual participants who may want to point their careers toward one of the Support specialties from the outset.

3. The Support Development Panel is responsible for the Support Officers Development Program. Members are selected from each of the Support Career Services. The Support Development Panel recommends to the Deputy Director for Support assignments and other actions for the support and administration of this program.

4. Participants will be given assignments to provide them with the broadest possible base of experience for their rapid development. Overseas experience

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at a small post is considered one of the most effective means of offering a broad base of experience in all facets of Support activity and normally will be planned for the early phases of the development program. However, it should be noted that overseas service of this type may not be available or may not be realistic for every participant. Each Career Service will be responsible for ensuring that the assignment of an individual within that Service is such that he will have an opportunity to make maximum contribution to functions of the Service commensurate with his grade and experience and consistent with the long-range objectives of the program. In this connection, it is not necessarily intended that the participant become a technical expert in the function of any given Career Service but that he should develop a familiarity and a broad base of experience within the Service as a whole. Assignments should be active and productive, but production in comparison with that of experienced technicians should not be the only yardstick of measuring "productive performance."

5. Participants are assigned to established positions either at Headquarters or in the field. All participants are given "SD" (Support Development) career designations. At the conclusion of the officer's developmental training and experience under this program, usually within four to six years, he will be given the Service Designation of one of the Support Career Services. Determination of Career Service affiliation will be made with due consideration for the interests of the individual officer as well as the needs of the Support Services. These determinations will be approved by the Deputy Director for Support upon recommendation of the Support Development Panel.

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